PIR Pitch Materials

As of 7 Jun 07

Objectives of this Meeting

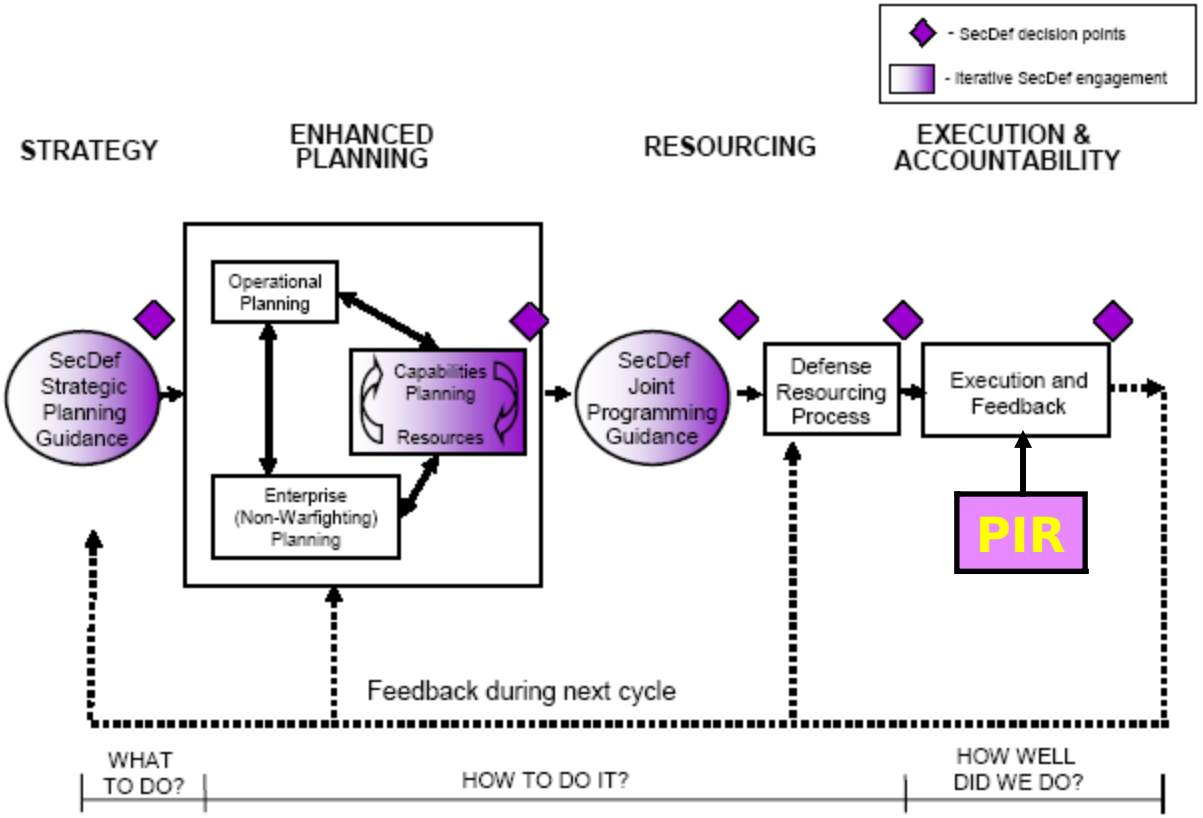
- Identify the DoD CIO interest in the outcomes of IT/NSS investments
- Define and describe the current implementation of the post implementation review (PIR)
- Identify a way ahead for rationalizing warfighter mission owner capability assessment with DoD CIO statutory obligation to measure IT/NSS investment outcomes

Post Implementation Review (PIR) Defined

An analysis of an investment or acquired system, operating in its intended environment, using data collected from various sources to answer the question:

Did we get what we needed, and if not what to do about it?

Joint Defense Capabilities Study Jan 2004
Strategic Planning, Resourcing and Execution to Satisfy Joint Capabilities



Title 10 Sect 2223 Duties:

- **Review and provide recommendations to SECDEF on IT/NSS budget requests**
- **Ensure interoperability of IT/NSS**
- Enforce IT/NSS standards
- Provide for elimination of duplicate IT/NSS
- Maintain a consolidated inventory

DoD CIO Responsibilities relative to the PIR

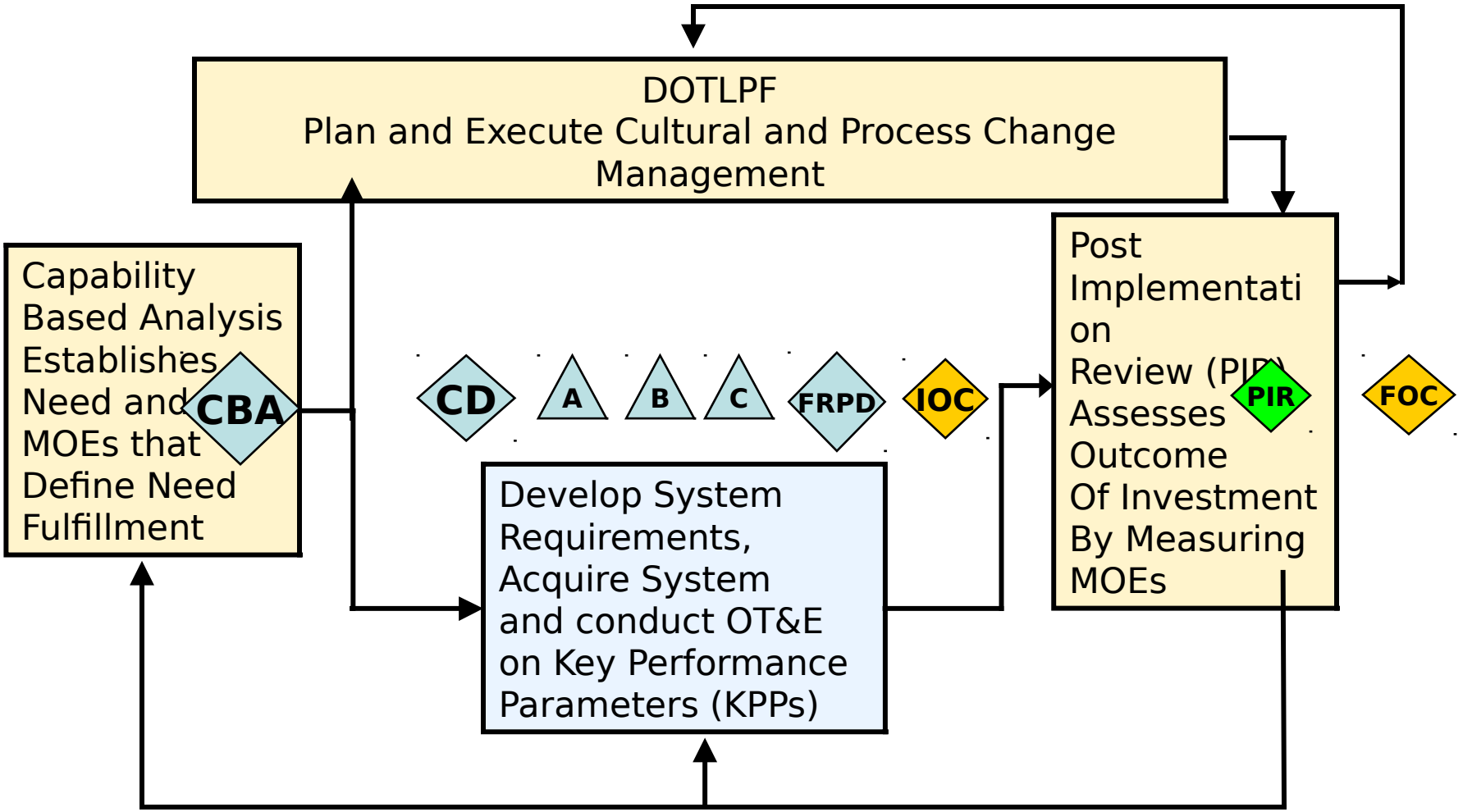
- Monitors the performance of DoD IT/NSS, evaluates the performance of those programs on the basis of the applicable performance measures, and advises SECDEF regarding whether to continue, modify, or terminate a program or project and provide input to the annual DoD performance report to Congress

Title 40, Section 11313 Duties

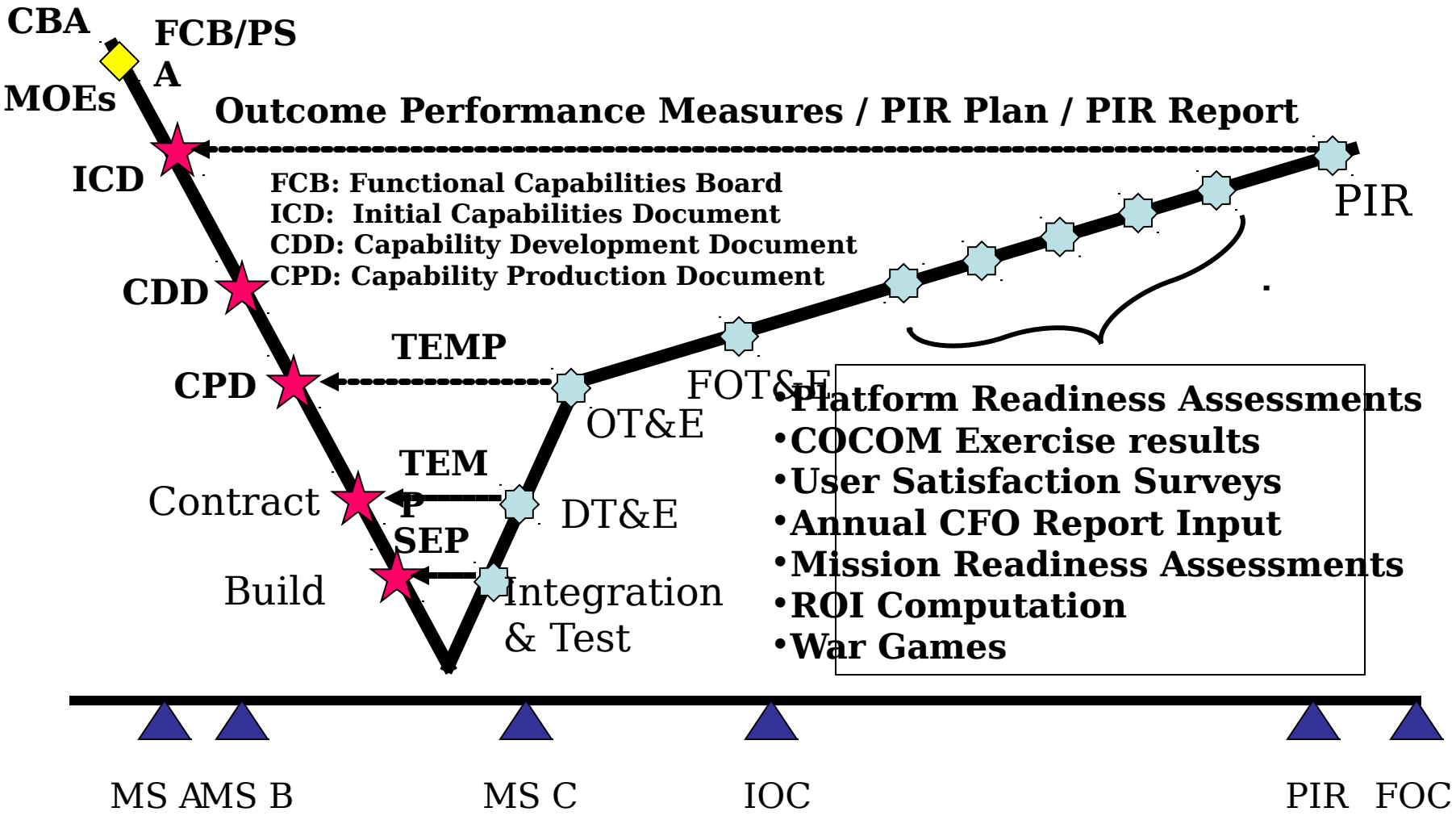
Performance and Results-based Management

- Establish goals for improving Agency efficiency and effectiveness
- Provide annual status of goals to Congress
- Ensure that IT/NSS investment sponsors:
  - **Prescribe IT/NSS outcome performance measures**
  - Benchmark against comparable processes and organizations
  - **Measure how well the IT/NSS supports programs of the Agency**
  - Meet fundamental criteria:
    - Core/priority mission functions for performance by Government
    - No alternative private sector or government source
  - Conduct BPR/Change management before investing in IT/NSS
  - Ensure information assurance

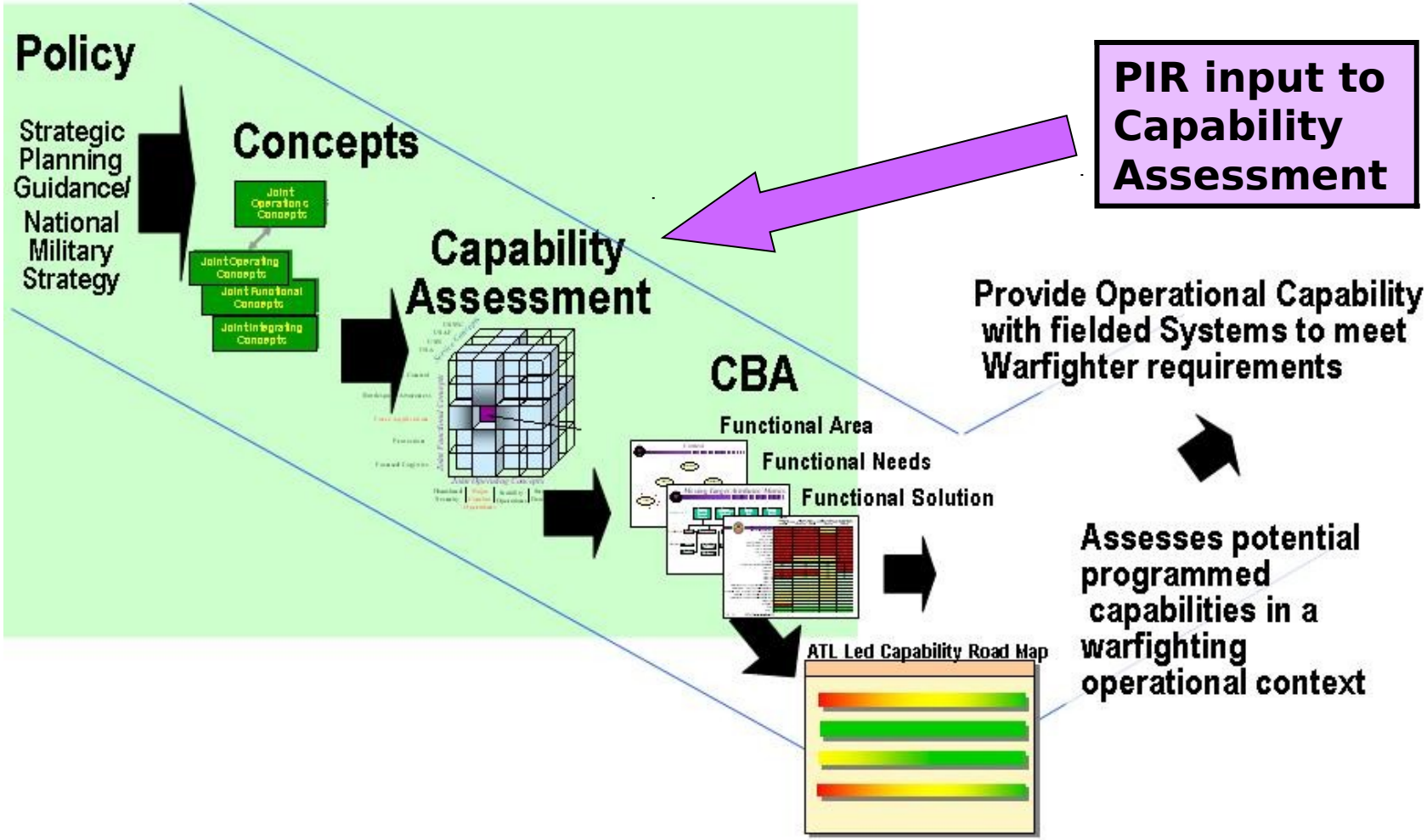
PIR Functionality



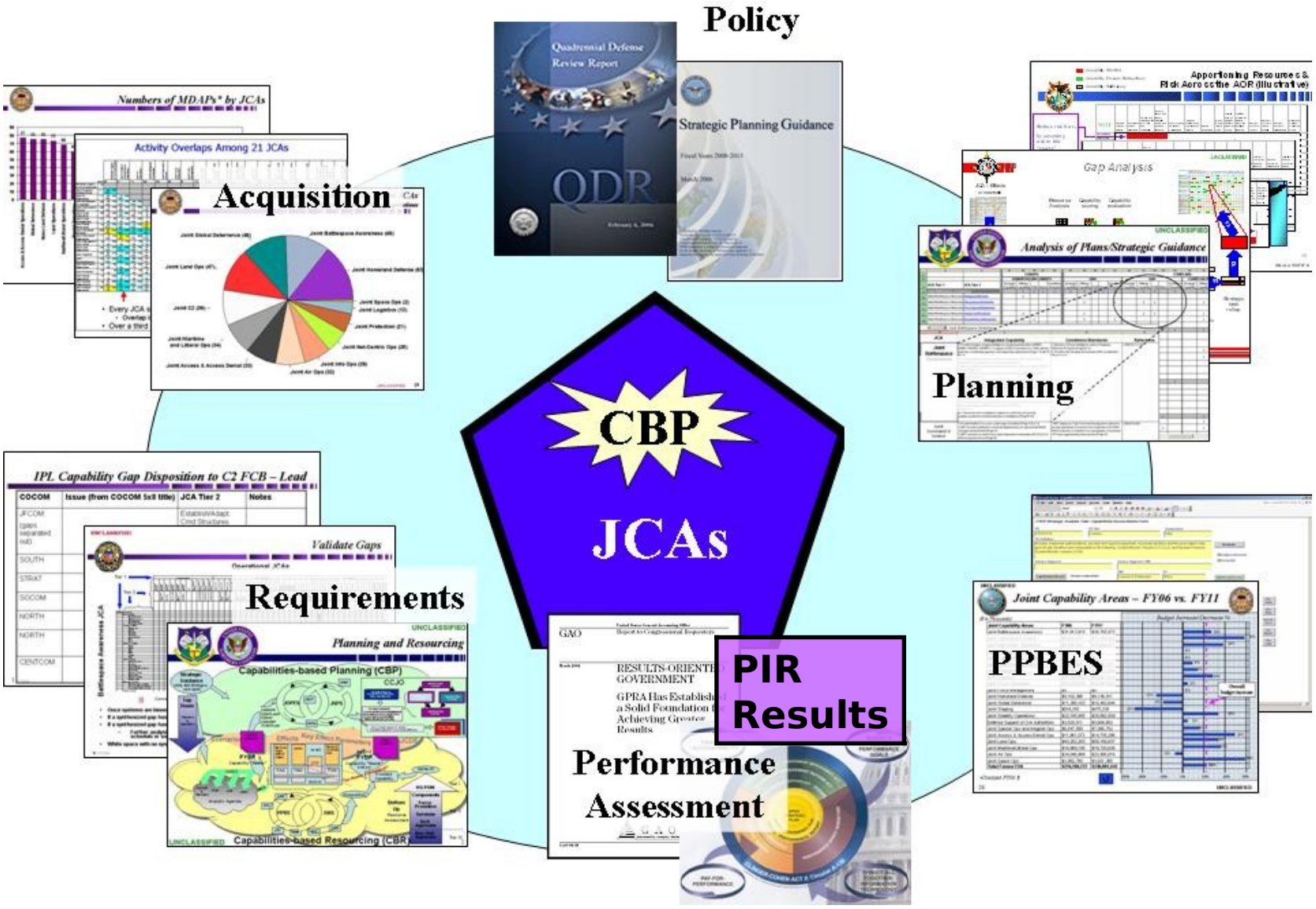
PIR in the Investment Life-Cycle



PIR Input to FCB JCA Assessment



PIR Role in Capability Based Planning CBP



Critical Success Factors

As of May 2004

- Articulation of MOEs by the Sponsor/Mission Owner prior to MS A
- MOEs guide development of requirements in the CDD
- MOEs guide development of incentive strategy for contracts
- Consideration is given to cost of measuring MOEs
- MOEs assist in the interpretation of OT&E results
- PIR results guide investment decision making
- PIR results influence future blocks of system acquisition
- MOEs and PIR results reflected in the OMB Exhibit 300
- MOEs and PIR results published by Agency CFO
- Reconciliation of MOEs and PIR results in opportunity to improve the functional solutions analysis of the JCIDS

Proposed Way Ahead

- DoD CIO and JS charter a work group to identify process changes needed to rationalize joint investment assessment needs and to draft a joint memoranda directing the process changes

Joint Logistics

Capability Portfolio Management

Just what is this… ??

Joint Logistics Capabilities

CAPABILITIES

Tier I	Tier II	Tier III
Joint Force Sustainment		
	Force Health Protection	• Casualty Mgmt. • Patient Mvmt. • Medical Log • Preventive Med
	Personnel Services	• Postal / Financ • Per Readiness • Legal Svcs • Religious Spt • Exchange Spt
	Operational Engineering	• Combat (MCM) • Infrastructure • Geospatial
	Supply Chain Operations	• Plan • Supply / Source • Maint / Repair • Deploy / Dist • Return
	Logistics Services	• Contingency Contracting Spt • Food Svcs • Mortuary Affairs •

- **Includes all capabilities needed to project & sustain the Joint Force**
  - ✓ Adds Personnel Service Support
  - ✓ Adds Contingency Contract Support
- **Gives the Supply Chain a separate capability area**
- **Provides framework to measure inputs and outputs**
- **Provides a strategic construct to facilitate integrated**

Guiding Change – Portfolio Management

QDR: *"By shifting the focus from Service-specific programs to joint capabilities, the Department shold be better positioned to understand the implications of investment and resource trade-offs among competing priorities."*

- Joint Command & Control
- Joint Network Operations
- Battlespace Awareness
- Joint Logistics

Joint Logistics Portfolio Test Case

- Build a portfolio that contains the capabilities needed to *project and sustain the joint force* across the ROMO
- Define capability areas within which we can *better optimize* people, processes & programs to deliver the most effective support at best value
- Recommend a governance structure that facilitates *integrated decision-making* at every level

Defense Log Vision

Globally responsive, operationally precise, cost effective logistics support for America's warfighters

Delivering Future Joint Logistics Capabilities

- JHSV – Joint High Speed Vessel
- JCA – Joint Cargo Aircraft
- JPADS – Joint Precision Air Drop System
- KC-X - KC-135 Replacement Aircraft
- MPFF – Maritime Propositioning Force (Future)
- ETO –Expeditionary Theater Opening

Focused Logistics Functional Capabilities Board

Charter:

- Milestone Decision Authority Co-chairs
- Bring all stakeholders together for review and issue resolution
- Prioritize/assess capability gaps and proposals

Responsibilities:

- Ensure new capabilities are conceived and developed in joint warfighting context
- Ensure JCIDS proposals are consistent with integrated joint force
- Organize, analyze & prioritize capabilities proposals
- Oversee development and update of Functional Concept(s)
- Ensure integrated architectures reflect the functional area

Members:

- Chair: MajGen Usher (VJ-4)
- Vice Chair: Mr. Hall (OSD/AT&L)
- OSD: OUSD (AT&L); PA&E
- DLA & Services
- Combatant Commands & Other agencies (as required)

Future Actions:

- Identification & prioritization of capabilities gaps
- Bin programs of record to Tier II capabilities
- Link Log Governance & FL FCB
- Compare/link JQRR, IPLs, ACTDs, & DRRS with capability gaps
- Develop a capability driven FL FCB

Systems and Mission Integration

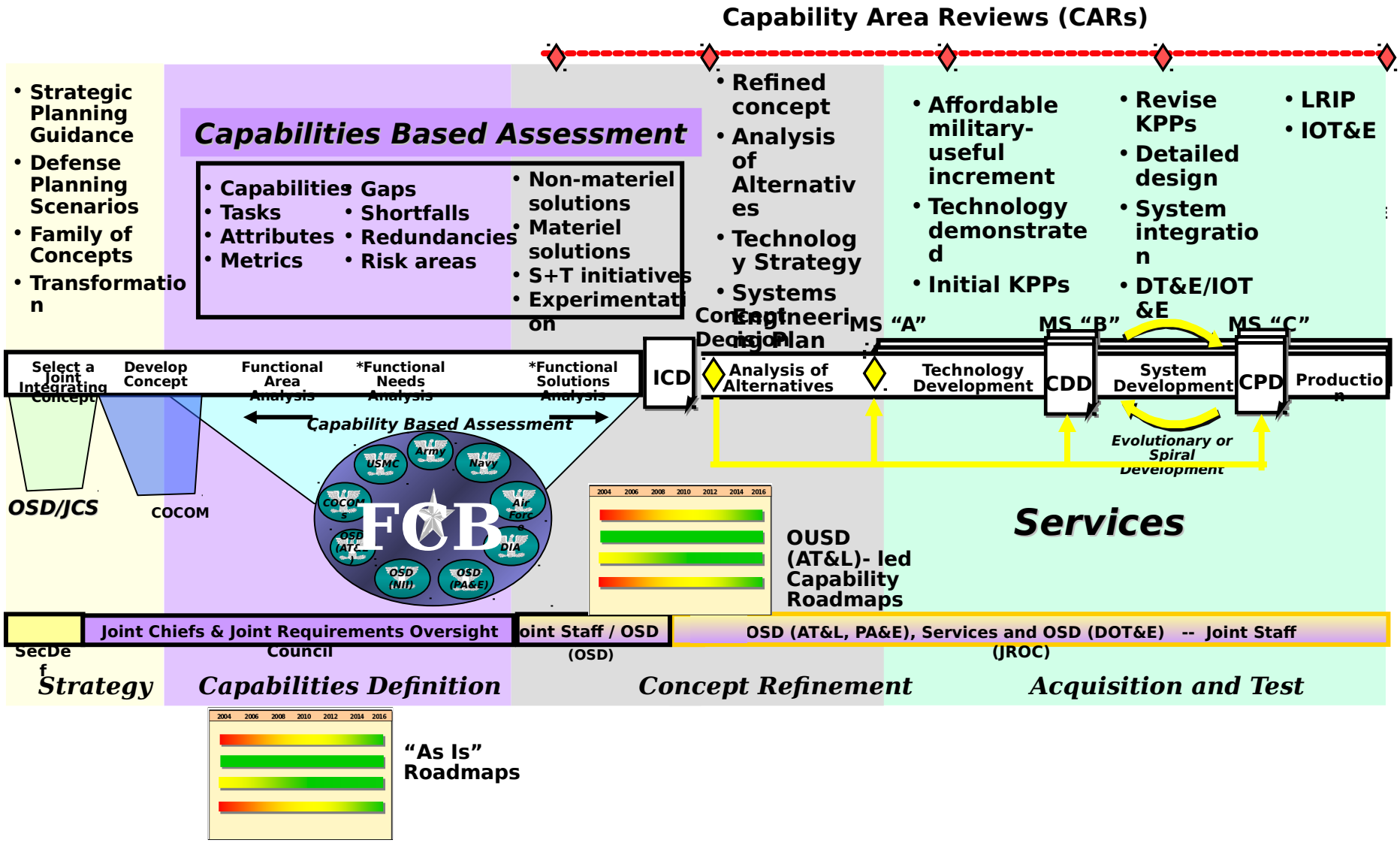
Presented to the

Precision Strike Association

Winter Roundtable 2005

Glenn F. Lamartin
Director, Defense Systems
January 26, 2005

DoD End-to-End Capabilities Definition, Acquisition and Test Process



CJCS JCA Progress Report

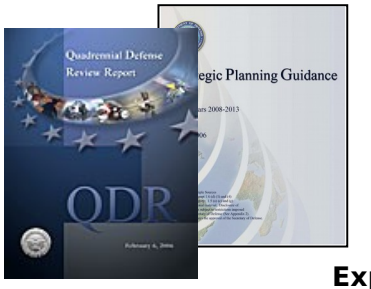
SECDEF Action Memo Tasks 1-Year Update

September 2006

Joint Staff J-7 / JETCD

JCA Time

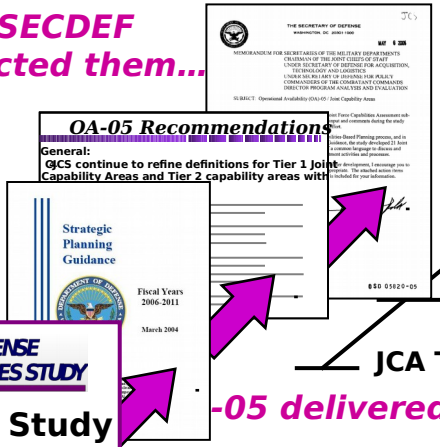
QDR and SPG re-affirmed them…



JROC - 24 Aug — Aug
JROC - 29 Jun 06 — Jul
Jun
OPSDEPs - 15 May 06
JCB - 26 Apr 06 — May
May 06 Progress Rpt
Expanded FCB GO/FO - 3 Apr 06 — Apr
SPG - 22 Mar 06
JCA Refinement Mtg - 15-16 Mar 06 — Mar
QDR - 6 Feb 06 — Feb
Jan
Planner-Level Data Call - 14 Dec 05 — Dec
QDR Taxonomy SWG gave 6 month progress report to IPT #5 SPIWG 6 Nov 05
Nov
JCAMP Development

CJCS refining them…

SECDEF directed them…


OA-05 Recommendations
General:
CJCS continue to refine definitions for Tier 1 Joint Capability Areas and Tier 2 capability areas with
Strategic Planning Guidance
Fiscal Years 2006-2011
March 2004

Oct
JCA Lexicon & Taxonomy Delivered to IPT #5 SPIWG - 31 Aug 05 — Sep
JCA Tier 1 & 2 GO/FO CRC - 24-25 Aug 05 — Aug
Jul
Jun
JCA Tier 1 & 2 / Business Rules GO/FO Staffing - 13 May 05

-05 delivered them…

SD asked for them…

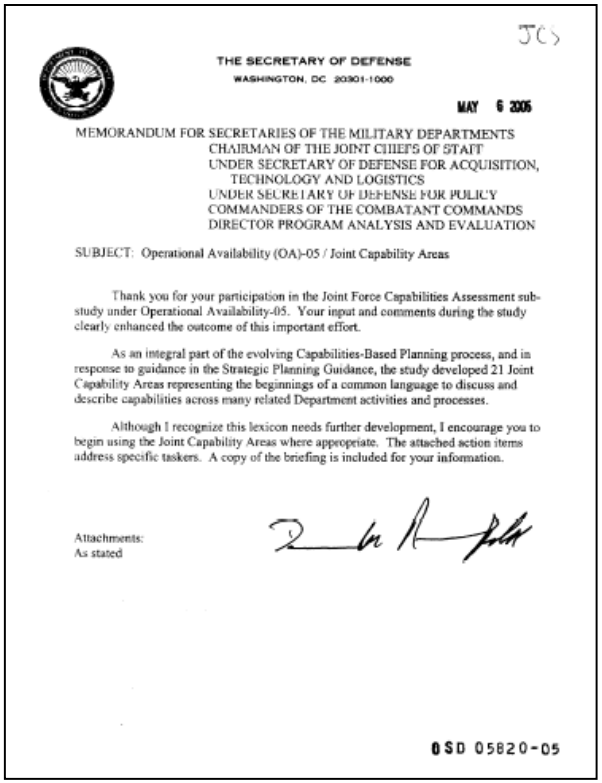
JOINT DEFENSE CAPABILITIES STUDY
Aldridge Study
Dec 03

ridge Study recommended them…

SECDEF JCA Mem

"Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. . . The CJCS shall. . ."

- **Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use**
- **Develop joint definitions for all JCA terms and transition to joint doctrine as they are refined**
- **Embed JCAs into future guidance for JOCs, JICs, and JFCs**
- **Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness**
- **In coordination with USJFCOM, Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)**
- **Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration Development System (JCIDS) where appropriate**



JCS

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

MAY 6 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR POLICY
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR PROGRAM ANALYSIS AND EVALUATION

SUBJECT: Operational Availability (OA)-05 / Joint Capability Areas

Thank you for your participation in the Joint Force Capabilities Assessment sub-study under Operational Availability-05. Your input and comments during the study clearly enhanced the outcome of this important effort.

As an integral part of the evolving Capabilities-Based Planning process, and in response to guidance in the Strategic Planning Guidance, the study developed 21 Joint Capability Areas representing the beginnings of a common language to discuss and describe capabilities across many related Department activities and processes.

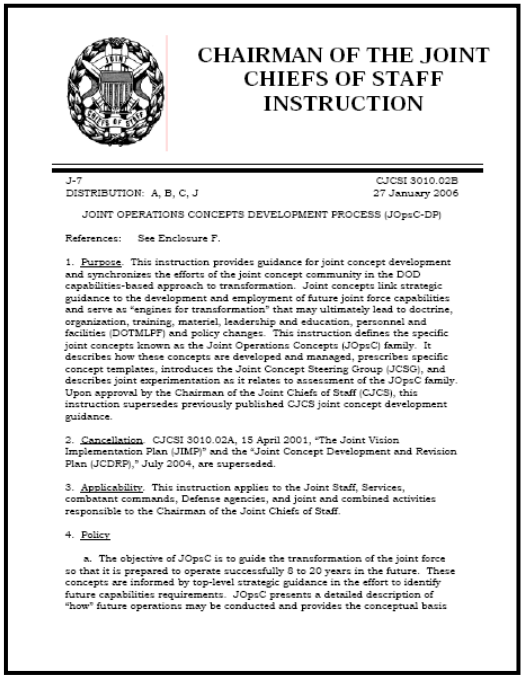
Although I recognize this lexicon needs further development, I encourage you to begin using the Joint Capability Areas where appropriate. The attached action items address specific taskers. A copy of the briefing is included for your information.

Attachments:
As stated

OSD 05820-05

Progress on SECDEF Taskings

- Embed the JCAs into future guidance for Joint Operating Concepts, Joint Integrating Concepts, and Joint Functional Concepts
  - **"… During concept development, concept authors will use the JCAs as a baseline of joint capabilities relevant to their concept…" (CJCSI 3010.02B, 27 Jan 06)**
  - **"…The development rhythm staggers the writing and revision of CCJO, JOCs, and JFCs over a 3-year period and establishes a structured method to deconflict efforts, incorporate assessment results, and allow for a logical flow of influence within the JOpsC family…" (CJCSI 3010.02B, 27 Jan 06)**
  -



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7 CJCSI 3010.02B
DISTRIBUTION: A, B, C, J 27 January 2006

JOINT OPERATIONS CONCEPTS DEVELOPMENT PROCESS (JOpsC-DP)

References: See Enclosure F.

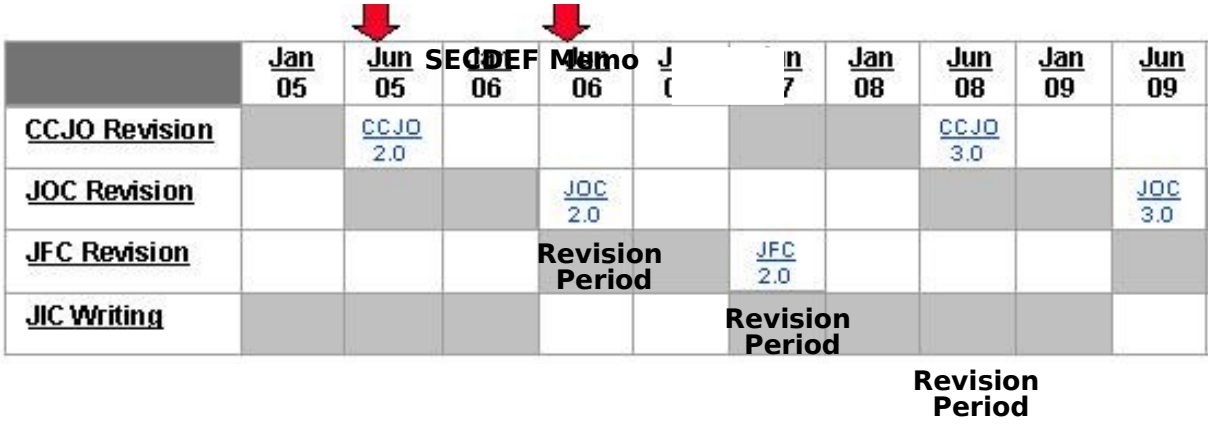
1. Purpose. This instruction provides guidance for joint concept development and synchronizes the efforts of the joint concept community in the DOD capabilities-based approach to transformation. Joint concepts link strategic guidance to the development and employment of future joint force capabilities and serve as "engines for transformation" that may ultimately lead to doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) and policy changes. This instruction defines the specific joint concepts known as the Joint Operations Concepts (JOpsC) family. It describes how these concepts are developed and managed, prescribes specific concept templates, introduces the Joint Concept Steering Group (JCSG), and describes joint experimentation as it relates to assessment of the JOpsC family. Upon approval by the Chairman of the Joint Chiefs of Staff (CJCS), this instruction supersedes previously published CJCS joint concept development guidance.

2. Cancellation. CJCSI 3010.02A, 15 April 2001, "The Joint Vision Implementation Plan (JIMP)" and the "Joint Concept Development and Revision Plan (JCDRP)," July 2004, are superseded.

3. Applicability. This instruction applies to the Joint Staff, Services, combatant commands, Defense agencies, and joint and combined activities responsible to the Chairman of the Joint Chiefs of Staff.

4. Policy

a. The objective of JOpsC is to guide the transformation of the joint force so that it is prepared to operate successfully 8 to 20 years in the future. These concepts are informed by top-level strategic guidance in the effort to identify future capabilities requirements. JOpsC presents a detailed description of "how" future operations may be conducted and provides the conceptual basis

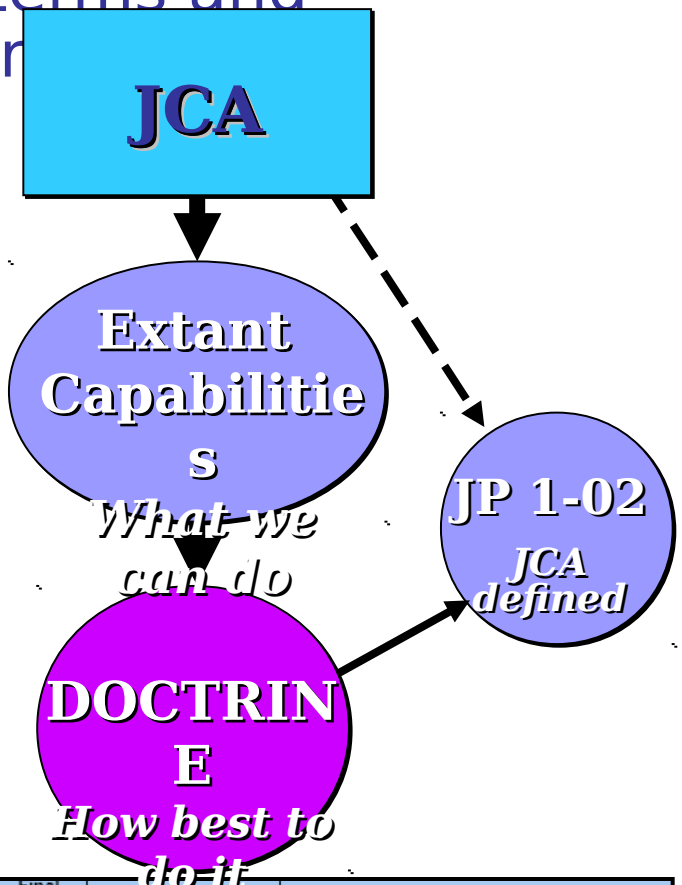


JOpsC Development Rhythm

Taskings

- Develop joint definitions for all JCA terms and transition to joint doctrine as they ar

- **13/21 Tier I JCA definitions currently found in JP 1-02**
- **Joint doctrine currently covers 18/21 Tier 1 JCAs extant capabilities**
- **"JCA" Definition & electronic link to JCA Tier 1 & 2 Lexicon in next update to JP 1-02**
- **On-going revision of JP-1, Capstone Joint Publication will incorporate JCAs and CBP**
- **Way Ahead - Continue to review JCA evolution and transition to joint**



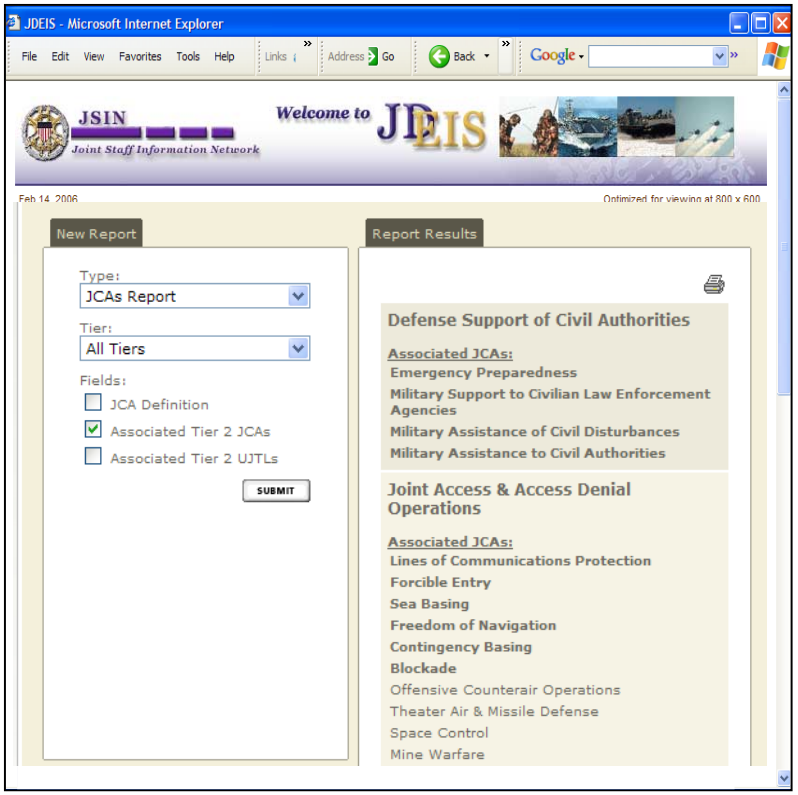
STATUS	PUB NUMBER	SHORT TITLE	PHASE	Program Directive Due	Program Directive Comp	First Draft Due (PD+5.5)	First Draft Rel	First Draft Review	Final Coord Draft Due	Final Coord Draft Rel	Final Coord Review	Approval Date Req'd	Approval Date Proj	REMARKS
	JP 1	JOINT WARFARE	PD	15-Jan-06	16-Feb-06	30-Jun-06			30-Oct-06			30-Jan-07		RFD currently beig developed, due 30 Jun 06
	JP 1-02	DOD DICTIONARY												Latest amendment - 30 Nov 04

Progress on SECDEF Taskings

- CJCS in coordination with USJFCOM - Integrate the capabilities lexicon into the future Universal Joint Task List (UJTL)

JCA / UJTL one-year mapping effort includes:

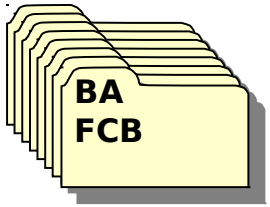
- **Initial "one-to-one" mapping of tasks to JCAs – Completed Nov 05**
- **Analysis of Tier 2 JCAs and UJTL Tasks to determine what tasks support which JCAs (one-to-many) – Estimate completion in Sep 06**
- **Mapping results to be sent to all stakeholders for formal review and feedback.**

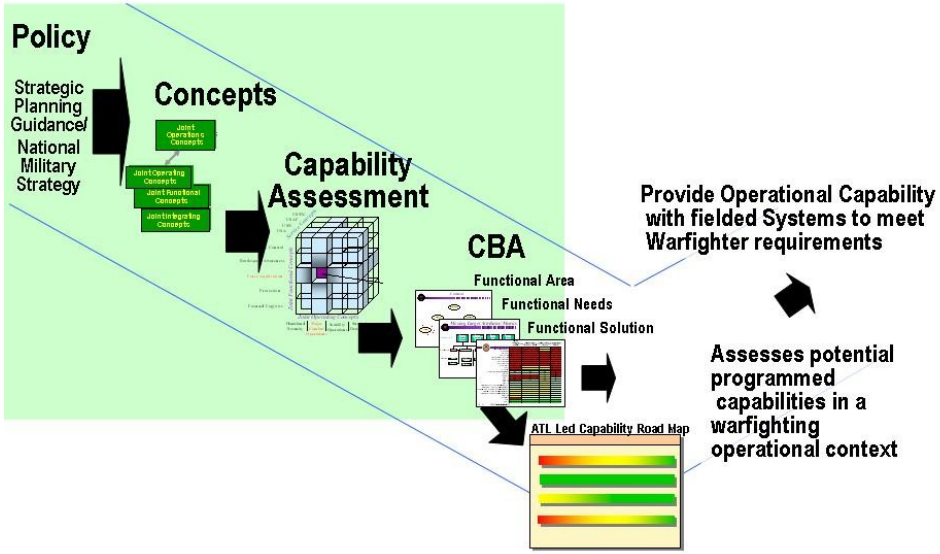


Taskings

- Use the capabilities lexicon in the continued evolution of the Joint Capabilities Integration and Development System (JCIDS) where appropriate
  - Joint Requirements Oversight Council Memorandum (JROCM 062-06) provides guidance on incorporating JCAs into JCIDS

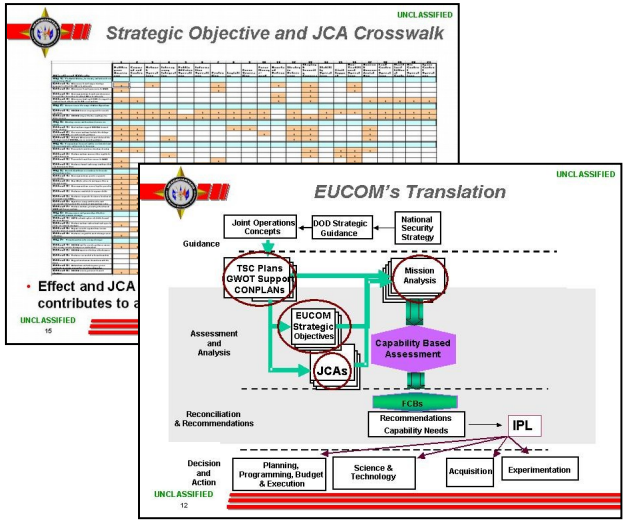
    "… all subsequent submissions of JCIDS documents will include a list of Tier 1 and Tier 2 JCAs applicable to the capabilities…"
  - Incorporate JCA lexicon / taxonomy into next revision of CJCSI 3170.01E and CJCSM 3170.01B
  - Functional Capability Boards (FCB) assigned as Office of Primary Responsibility (OPR) to each Tier 1 JCA and associated Tier 2 JCAs

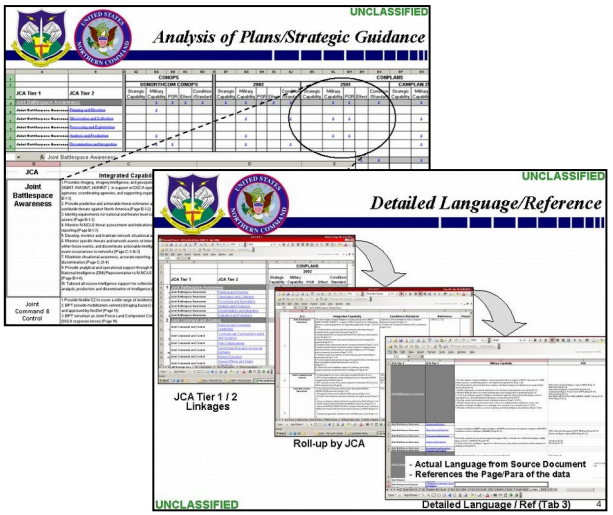


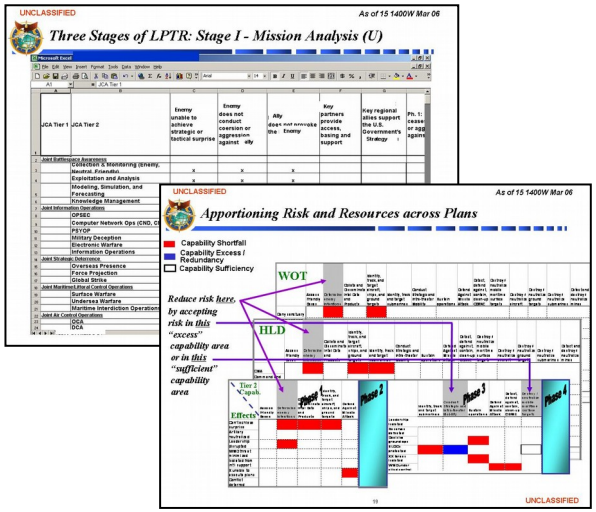


Taskings

- Implement JCAs into the current process to receive and assess Integrated Priority List submissions from the combatant commanders
  - FY07 COCOM Integrated Priority List (IPL) submissions gaps were mapped by JS/J-8 to Tier 1 and Tier 2 JCAs
  - Will incorporate JCAs into the FY 08-13 IPL development guidance to COCOMs (mapping gaps to Tier 2 JCAs)
  - Based on Gap-to-JCA mapping, JCIDS Gatekeeper will bin the IPL gaps to the appropriate FCBs for assessment and priority



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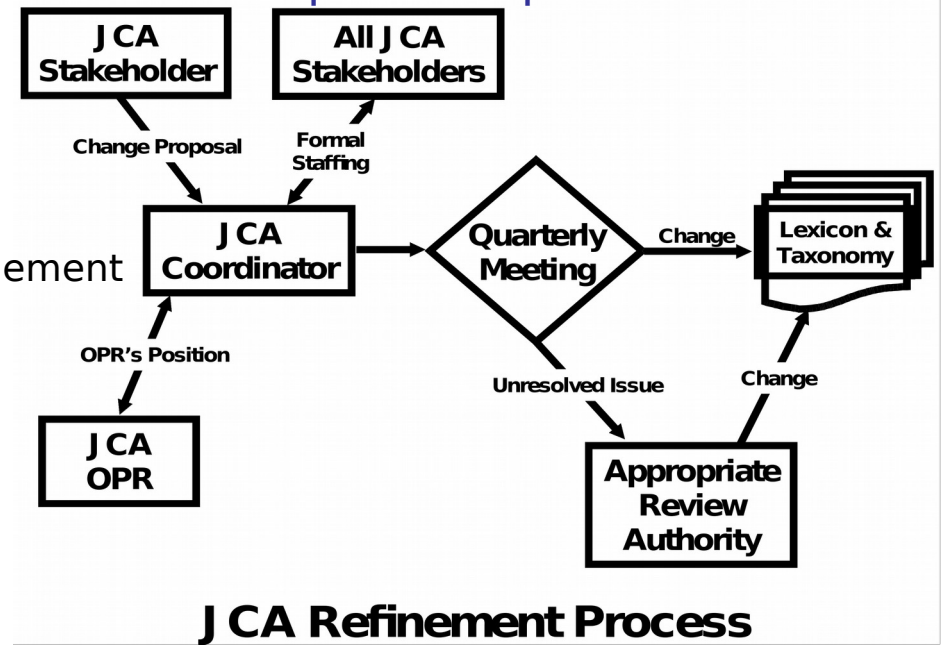
As of 15 1400W Mar 06
Three Stages of LPTR: Stage I - Mission Analysis (U)
UNCLASSIFIED
As of 15 1400W Mar 06
Apportioning Risk and Resources across Plans
Capability Shortfall
Capability Excess / Redundancy
Capability Sufficiency
WOT
HLD
Reduce risk here, by accepting risk in this "excess" capability area or in this "sufficient" capability area
Phase 2
Phase 3
Phase 4
UNCLASSIFIED

Taskings

- Implement the JCAs (Tier 1) as the top level in the evolving capabilities lexicon. Establish a subsequent date (NLT March 2006) for formal review after sufficient use
  - Mar 06 – Formal Planner-level review (Common thread – need JCA Implementation Plan)

- Refine Tier 2 layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness
  - 24 Aug 05 JCA Tier 1 & 2 GO/FO CRC
    - 417 comments
  - 3 Apr 06 GO/FO Review of Planner Refinement
    - 405 comments
    - *4 issues required JROC adjudication*



Issues Resolved by JROC

- **OPR for Tier 2 PSYOP, Special Operations vice Information Operations (Navy) – Assign PSYOP to Joint Info Ops**
- **Elevate "Joint Force Projection" by combining Force Projection Tier 2 JCA with Joint Access and Access Denial Tier 1 JCA to create a new Tier 1 JCA entitled "Joint Force Projection / Access" vice as a Tier 2 JCA under Global Deterrence (Army) – Create a 22nd Tier 1 JCA, Joint Force Projection**
- **Subordinate blue and white force tracking / SA as a Tier 2 JCA under Battlespace Awareness vice a Tier 2 JCA under Joint Command & Control (Navy) – Move "Develop and Maintain Shared Situational Awareness and Understanding" (includes blue and white force tracking) Tier 2 JCA from Joint C2 to Joint Battlespace Awareness**
- **Delete Irregular Warfare from Tier 1 / 2 JCAs (Navy) – Maintain IW in JCA structure, re-evaluate during baseline review**

Approved by SECDEF
Approved but subsequently deleted
Changed from Initially approved

'CA Tier 1 Evolution

- Joint Land (Control) Operations
- Joint Maritime/Littoral (Control) Operations
- Joint Air (Control) Operations
- Joint Space (Control) Operations
- Joint Access & Access Denial Operations
- Joint Information Operations
- Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction
- Joint Special Operations & Irregular Warfare (Non-Traditional Operations)
- Joint (Strategic) Global Deterrence
- (Joint) Defense Support of Civil (Support) Authorities
- Joint Homeland Defense
- Joint Protection
- Joint (Network) Net-Centric Operations
- Joint Logistics
- Joint Battlespace Awareness
- Joint Command & Control
- Joint Force Management
- Joint Public Affairs Operations
- Joint Shaping (& Security Cooperation)
- Joint Force Generation
- Joint Interagency / IGO / MN / NGO Coordination
- Joint Force Projection

1 / 2

- Joint Land Operations – Conduct Op Movement and Maneuver, Provide and Employ Joint Fires, Conduct Decisive Maneuver, Control Territory Populations & Resources
- Joint Maritime /Littoral Operations – Surface Warfare, Undersea Warfare, Maritime Interdiction, Maritime/Littoral Expeditionary ops, Maritime/Littoral Fires, Ocean/Hydro/River Survey & Support Ops
- Joint Air Operations – Offensive Counterair Ops, Strategic Attack, Air Interdiction, Tactical Air Support
- Joint Space Operations – Space Control, Space Force Application
- Joint Access & Access Denial Operations – Forcible Entry, LOC Protection, Contingency Basing, Seabasing, Freedom of Navigation, Counter Operational Mobility
- Joint Information Operations – Electronic Warfare, Computer Network Operations, Operations Security, Military Deception, PSYOP
- Joint Stability Operations: Military Support for Stability, Security, Transition, & Reconstruction – Security, Humanitarian Assistance, Reconstruction
- Joint Special Operations & Irregular Warfare – Special Recon, Direct Action, Counterterrorism, Unconventional Warfare, Civil-Military Ops, Counterinsurgency, FID
- Joint Global Deterrence – Global Strike, Responsive Infrastructure, Inducements
- Defense Support of Civil Authorities – Mil Assist of Civil Disturbance, Mil Assist to Civil Authorities, Mil Support to Civilian Law Enforcement Agencies, Emergency Preparedness
- Joint Homeland Defense – Air and Space Defense, Land Defense, Maritime Defense, Critical Infrastructure Protection

as of 24 Aug 06

1 / 2

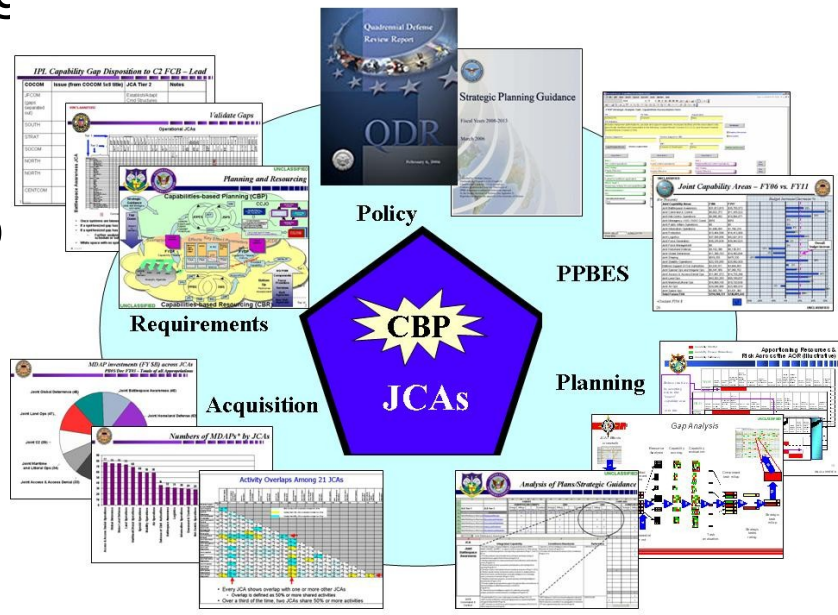
- Joint Protection – Conventional Weapons Threat, Terrorist Threat, WMD Threat, Protection from Exploitation, Personnel Recovery
- Joint Net-Centric Operations – Information Transport, Network Management, Enterprise Services, Info Assurance, Knowledge Management, Applications
- Joint Logistics – Joint Deployment/Rapid Distribution, Agile Sustainment, Op Engineering, Force Health Protection, Joint Theater Logistics, Logistics Information Fusion, Multinational Logistics
- Joint Battlespace Awareness – Planning and Direction, Observation and Collection, Processing and Exploitation, Analysis and Production, Dissemination and Integration, Evaluation and Feedback, Develop & Maintain Shared Situational Awareness & Understanding
- Joint C2 – Exercise Command Leadership, Establish/Adapt Command Structures & Enable both Global & Regional Operational Planning, Synchronize Execution Across all Domains, Monitor Execution, Assess Effects & Adapt Ops, Leverage Mission Partners
- Joint Force Management – Global Posture, Global Force Management, Planning, Future Capability Identification
- Joint Public Affairs Operations – Public Affairs Op Planning, Public Info, Command / Internal Information, Community Relations
- Joint Shaping – Military Diplomacy, Presence, Security Cooperation, Defense Support to Public Diplomacy, Strategic Communication
- Joint Force Generation – Man, Equip, Organize, Develop Skills
- Joint Interagency / IGO / MN / NGO Coordination – US Gov't Interagency Integration, Intergovernmental Organization Coordination, Nongovernmental Organization Coordination, Multinational Coordination
- Joint Force Projection – Per JROC, develop tier 2 as straw man for baseline review

One-Year Summary

- Successes
  - Accomplished CJCS taskings
  - Gained valuable insight and lessons learned from spiral development efforts
- Work yet to be done
  - Overwhelming feedback at all JCA forums is: *"We need to work/revisit the strategic piece next"*
    - Develop a JCA Implementation Plan that supports a Departmental strategic vision of governance & management by leveraging IR&G results
  - Efforts to use JCAs "where appropriate" is mostly stove-piped within a process; however, initial inter-process linkages are emerging
    - Institutionalize JCAs across the Department and direct their use via updated SECDEF guidance
  - Some process owners are "piecemealing" JCAs to fit process needs indicating structural flaws and taxonomy inconsistencies
    - Conduct a JCA baseline reassessment to make JCAs more useful across all five major DOD processes

Recommendations to SECDEF

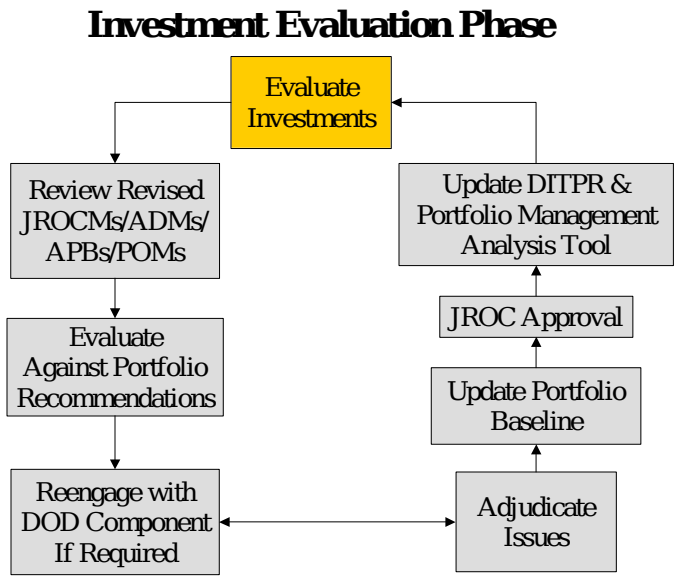
- Direct expanded use of the JCA Tier 1 / 2 taxonomy and lexicon across the Department
- Direct development of Departmental JCA Implementation Plan
  - Informed by GO/FO/SES steering group
  - Leverage IR&G test case results
- Direct a JCA baseline review to further their development and improve their effectiveness



Staffing

- ✓ Expanded GO/FO FCB Integration Meeting – 3 April 06
- ✓ JCB – 26 April 06
- ✓ OPSDEPS – 15 May 06
- ✓ JROC – 29 June 06
- ✓ JROC – 24 August 06
- ✓ Staff Progress Report to CJCS – October 06
- CJCS Action Memo to the SECDEF reporting progress
- Conduct JCA baseline review
- Develop Departmental JCA Implementation Plan

“EVALUATION” in WMA IT Domain Management Plan v1.5



7.7. Evaluate Investments. Figure 7-8 depicts the investment evaluation phase. Investment evaluation consists of monitoring change recommendations, ensuring they are consistent with WMA IT Domain Owner portfolio recommendations, and updating the portfolio management record systems.

WMA

7.7.1 Review IT Investment Change Documentation. The WMA IT Domain Owner will review the revised JROCMs, ADMs, APBs, POMs, or decision to not incorporate portfolio recommendations in order to determine if the decision makes sense in relation to the IT Domain goals, criteria, and metrics. It the WMA IT Domain Owner does not agree with the decision, they should engage with the DOD Component for the IT/NSS program, system, and initiative and adjudicate the issues causing this disagreement. Once the issues are adjudicated, the portfolio baseline should be updated and the portfolio should be provided to the JROC for approval. If the issues cannot be adjudicated, the WMA IT Domain Owner will forward the open issues to the JROC for a final decision. The JROC decisions will be updated into DITPR and the WMA portfolio management analysis tool.

DODD 8115.01 IT Portfolio Management

- 4.4. All authorities addressed in Section 5 of this Directive shall manage DoD portfolios by performing the following core functions:
- 4.4.1. Analysis. Links portfolio objectives to Enterprise vision, mission, goals, objectives, and priorities; develops quantifiable outcome-based performance measures; identifies capability gaps, opportunities, and redundancies; identifies risks; and provides for continuous process improvement.
- 4.4.2. Selection. Identifies and selects the best mix of IT investments to strengthen and achieve capability goals and objectives for the portfolio and demonstrates the impact of alternative IT investment strategies and funding levels.
- 4.4.3. Control. Ensures a portfolio is managed and monitored using established quantifiable outcome-based performance measures. Portfolios are monitored and evaluated against portfolio performance measures to determine whether to recommend continuation, modification, or termination of individual investments within the portfolio.
- 4.4.4. Evaluation. Measures actual contributions of the portfolio against established outcome-based performance measures to determine improved capability as well as to support adjustments to the mix of portfolio investments, as necessary.